



Manchester Children's Workforce Strategy 2008 - 2011

*'A Strategy for developing people who work with Children,
Young People and their Families and those responsible for
improving their outcomes'*

Second Draft

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1. Developing the Children's Workforce in Manchester

What do Children and Young People want?

What Manchester's Children and Young People said:

- A workforce we can trust
- A workforce we can talk to
- A workforce with whom I feel safe
- A workforce I can have a laugh and fun with
- Staff who are good at their job

CWDC surveyed children and young people about what they want people who work with them to be like:

- They want workers who have been through the same experiences that they are going through
- They want workers who treat them well, with respect and consideration and don't take their frustrations out on them
- They think workers should have time and anger management training, listening skills and disability awareness
- They think the workforce should involve young people in recruitment and in training workers and foster carers
- They want more positive images of young people
- They want to be involved and asked what they think
- The main qualities they want all people to have who work with them are; an understanding of equal opportunities, children's rights, child protection, disability awareness and confidentiality.

1.2 Our Vision for Manchester

The single most important factor in delivering our aspirations for children, young people and families, is an efficient and effective workforce.

Manchester requires a well led workforce delivering high quality services to improve outcomes for its children, young people and families.

High quality services can have a significant impact on children's development, performance at school, health and future life chances.

In order for us to achieve this it is essential to have a workforce that:

- Is professional, well qualified and dedicated
- Is skilled competent and well led
- Is confident and safe to work with children and young people
- Strives to achieve the best possible outcomes for all children, young people and families
- Parents, children and young people trust and respect

- People aspire to be a part of and want to achieve personal and professional development
- Does not work in silos and understands that integrated working will make the most impact on improving outcomes.

1.3 The context

In 2005, to support the implementation of Every Child Matters, government established the Children's Workforce Development Council and set out an initial vision for an integrated workforce in the first Children's Workforce Strategy.

The government has made significant investments in the quality of many parts of the children's workforce over the past 10 years, including signing the National Agreement in 2003 which set the pathway for the fundamental remodelling of the schools workforce, and in development of the graduate leadership and professional qualifications in early years and youth.

The Children's Plan sets out government's intention to remodel the social work and social care workforce for children and young people and to professionalise those who work in play.

In parallel, the health workforce has grown significantly over the past few years and is becoming much more flexible in delivering exact care, when and where it is most needed.

These different parts of the workforce are at very different stages of their development and the needs of the different sectors have until recently been addressed in isolation from one another.

This approach has had a significant impact on the support available to people working various areas of the children's workforce. However, increasing integration of service delivery and the need to put the child, young person and family at the centre means that all occupational groups within the workforce must be considered within the whole workforce context.

Whilst much has been done to develop the children's workforce in Manchester, the landscape and environment in which people work has changed significantly. Through the Children's Trust Arrangements in Manchester, local partners have made significant progress in implementing the structural and systemic changes needed to drive improved outcomes.

This strategy sets out to build on the progress made so far and seeks to develop an integrated children's workforce able to provide highly personalised support. A workforce that is professional, reflects the diversity of our communities is graduate led and where appropriate, qualified to at least level three.

The challenging agenda set out in the Children and Young Peoples Plan requires a skilled and competent workforce supported by effective shared systems and process where people employed across all agencies are enabled to work and learn together whilst putting the child and family at the centre.

2. Manchester Children's Workforce Strategy

2.1 What and how?

Manchester Children's Workforce Strategy will support the delivery of the Manchester Children and Young People's Plan.

The purpose of this strategy is to address the workforce needs of those across the children's workforce and through a process of collaboration and consultation this will reflect the priorities we have identified for Manchester.

This strategy covers all workforce planning and development issues to do with staff recruitment, retention, and career progression including pay and reward particularly where those issues affect our ability to recruit and retain the best staff. It also aims to further drive and help embed integrated working and workforce reform, to ensure new ways of working add value to our services to children, young people and families.

This strategy sets out our aims and intentions for the next three years. Our priorities and action plans are based on an analysis of workforce intelligence as well as national and local factors influencing change and reform across the workforce.

Through joint working and planning with our partners as part of the development of this strategy, we will build our collective knowledge of the children's workforce in Manchester and develop action plans to provide joint activity and working to support shared aims and objectives, leading to a shared vision, common language and culture.

Our strategy and action plans that support it are working documents and will be reviewed quarterly and annually. Progress will be reported to the Children's Trust Leadership Team using an evidence based accountability approach.

To oversee and drive the implementation of the strategy a Children's Workforce Strategy Steering Group (CWSSG) has been established. This is a multi sector steering group made up of service and workforce leads across each of the partner agencies.

Each representing member of the Children's Workforce Strategy Steering Group and the Children's Trust Leadership Team will agree this strategy and subsequent action plans.

2.2 Who is the children's workforce in Manchester?

This Children's Workforce Strategy encompasses:

- Managers and leaders across all sectors
- Schools workforce including teaching and non teaching staff
- Education staff
- Youth and play workers
- Foster carers
- Private and third sector staff including volunteers and interns
- Health workers including school nurses
- Early years workers
- Libraries and leisure staff
- Social care workforce
- Family workers
- Youth Offending Team and Crime and Disorder Workforce
- Adult Social Care workers.

In addition, this workforce strategy will also identify and support the potential workforce development issues for roles that impact directly on children, young people and families for example; police, street wardens and leisure.

We will take account of any workforce priorities identified through the development of subsequent and emerging strategies designed to improve outcomes for children, young people and families and through communication and consultation with key partners, professionals as well as children and young people themselves.

3. Key drivers for Workforce Reform and Integrated Working

3.1 What is influencing the shape of our current and future workforce?

Through the capture and analysis of accurate workforce data across the whole of the children's workforce we will be able to assess skills and qualification levels, address gaps, issues pertaining to retention hot spots, recruitment issues and the make up of our workforce particularly in relation to reflecting the diversity of Manchester's communities.

We will also need to consider the well being of our workforce in recognition of the unique challenges that Manchester presents and prepare our workforce through building confidence and resilience.

We will need to ensure that our workforce places the child and family at the heart of service delivery, ensuring that services are personalised to meet their specific needs and wishes.

We will need to ensure that our workforce is equipped with the skills and knowledge to ensure prevention and early intervention and they recognise the benefit of this approach to significantly improving outcomes for children, young people and their families, this requires new ways of working and a shift in culture and resources. Through this strategy and subsequent action plans we will seek to develop new ways of working that are built around building capacity within our universal services and offering the best possible support, advice and guidance to prevent edge of care and crisis intervention.

We will also need to consider the needs of evolving services and communities in the future and look beyond the current makeup to identify those things that influence the shape of the workforce in the future. These include legislation, national and local agenda, the City's economics and demographics.

Opportunities provided by commissioning rather than directly delivering services, challenge our ways of working and requires us to consider the skills of both the commissioner and those responsible for the quality and efficiency of our services.

In some sectors we are experiencing a short supply of qualified professionals including social work, youth work and teaching.

It is important we continue to collate and analyse workforce data, both for robust workforce planning and to understand the demographics of our existing and future workforce. This needs to include gathering data on the broad range of reasons why professionals leave services and what will help to retain and attract people to the children's workforce in Manchester.

We will need to ensure that we can offer shared learning opportunities that are of a high standard, flexible and take account of the diverse needs of our workforce.

Key to this will be developing reward packages, making decisions based on knowledge of the market place and the value we place on jobs across the sectors.

Other additional factors influencing the development of our workforce for the future are different ways of working including home working, mobile working or working from partner premises.

3.2 Legislation and national drivers for Workforce Reform

- The Children Act 2004
- The Childcare Act 2006
- Manchester Community Strategy
- The Children and Young People's Plan
- The Children's Plan 2007
- Youth Matters 2005
- Building Brighter Futures (Next Steps for the Workforce) 2008
- DCSF Children's Workforce Strategy 2020 (due late 2008)
- DCSF Integrated Leadership and Management Competency Framework
- Health?
- VCS?
- Youth Justice?
- Championing Children Core Competencies ECM 2006
- National Service Framework for Children, Young People and Maternity Services.

4. Strategic workforce priorities

4.1 What's important for Manchester?

- To recruit and secure the supply of more high quality staff into the children's workforce
- To retain people in the workforce including offering development and career progression
- To help embed integrated, district working
- To strengthen and promote leadership and management
- To professionalise and modernise our workforce

4.2 What needs to happen?

Recruit and secure the supply of more high quality staff into the children's workforce

- Undertaking a comprehensive cross sector audit of the children, young people and families' workforce including the private and third party sector. This will be used to inform robust workforce planning for cross sector recruitment and retention
- Develop a joined up approach to understanding why people exit the workforce
- Develop an integrated approach to recruitment for hard to reach posts across all sectors.

Retain people in the workforce including offering joint development and career progression allowing improved movement and flexibility across sectors within the workforce

- Developing career pathways for generic posts within the children's workforce
- Developing an integrated approach to learning and development through the design and implementation of core professional development framework that is built on sector specific learning requirements
- Embedding an integrated qualification framework across the sectors, identifying career pathways from entry level up to specialist
- Establishing common and consistent approaches to induction in the workplace built on the common induction standards and the common core.
- Develop strategies to address staff well-being by understanding the challenges they face and the impact of these

Strengthen and embed integrated working and district service delivery

- Develop district focused, integrated learning and development programmes based on neighbourhood priorities and delivery of the Children and Young People's Plan
- Develop shared culture, values and behaviours across the workforce through workforce reform and integration
- Develop and embed programmes of continuous professional development that integrate the skills required for lead professional, CAF, the continuum of needs and responses, safeguarding, commissioning and engagement
- Supporting the approach to information sharing through MiCare, The One, ICS and Contact Point (system for health?)
- Develop a workforce reform planning cycle that fits with Children's Trust planning cycles which embeds integrated working practices and workforce planning with a reforming approach
- Joint delivery and planning of workforce development activity to maximise learning as well as pooling funding leading to value for money and further embedding integrated working.

Promote stronger leadership and management

- Improve the quality of front line middle management and supervision
- Develop a multi agency programme of leadership development based on the DCSF Integrated Leadership and Management Competency Framework (April 2008)
- Drive up the quality of leadership across the workforce taking into account shared priorities, planning, managing and driving change and accountability
- Develop a shared leadership culture and approach across the workforce
- Work with universities, NCSL, CWDC and the TDA to develop localised Integrated leadership programmes
- Support the implementation of a graduate led early years workforce
- Develop an integrated approach to talent management and succession planning across the sector
- Develop aspiring leaders to become leaders of the future.

Professionalising and modernising the workforce

- Ensuring the whole of the workforce is qualified to a minimum level 3 by 2010
- Ensure graduate leadership of early years practice in the PVI sector
- Pilot the NQSW Status
- Pilot a fast track work based route into social work for mature professionals
- Implement specialist standards for foster carers
- Develop a supply of Early Years Professionals across Manchester

- Achieve a fully qualified and professional FE sector
- Develop the skills and knowledge of those delivering and implementing the 14 – 19 + diplomas
- Increase the skills and professionalism of those delivering IAG to young people
- Through the use of skills development, develop evidence based parenting skills for parenting practitioners
- Develop new ways of working to focus on health promotion and early intervention, prevention and sustainability
- Develop competent, trained and flexible health teams who can make a major contribution at each stage of a child's development
- Develop a new generation of school leaders, teaching and school support staff
- Focus on the development of school department heads and curriculum leads
- Introduce the master's level teaching award to raise standards, quality and attainment in education across the city.

5. Resources

5.1 Delivering the Strategy

There are significant resource implications attached to delivering the priorities within this strategy. Funding will be sought in different areas across the children's workforce linked to a range of priorities. It is essential that resources be mapped so that we can ensure best use is made of resources, funds are pooled to secure best value and duplication is minimised. Mapping of all resources will be undertaken within the next six months to enable planning and commissioning to be managed effectively.

5.2 CWDC Integrated Working and Workforce Reform Grant

In addition, this strategy and subsequent action plans will utilise available CWDC grants for Integrated Working and Workforce Reform.

The aim of this funding is to provide additional capacity for us to engage in workforce reform and the development of integrated working practices. Key to this will be the involvement of children and young people and as such a requirement of the funding will be to ensure participation mechanisms are in place and their effectiveness regularly monitored.

The CWDC grant has been designed to be flexible and it will be within the remit of the Children's Workforce Strategy Steering Group and the Children's Trust leadership to use it in a way that best supports integrated working and workforce reform, providing them with the capacity to engage with planning tools and developing support. This funding will be available for the duration of three years from 2008 – 2011.

5.3 Securing additional resources

To support and deliver this strategy we will also seek additional funding from key sector skills councils including:

- National College for School Leadership (NCSL)
- Regional Development Agency (RDA)
- Learning and Skills Council (LSC)
- Skills Active
- Skills for Health
- Skills for Justice
- Life Long Learning UK (LLUK)
- Training and Development Agency (TDA)
- Children's Workforce Development Council (CWDC)

6. Evaluation and Success

6.1 Progress

It is intended that the strategic plan is seen as a working document and therefore progress against the plan will be updated at each steering group meeting and fed back to the Children's Trust leadership team on a bi-monthly basis through highlight reporting.

6.2 Indicators of success

Using what we know now about our workforce as a starting point and the key characteristics of workforce reform we have developed some key measures of success. These are:

- People will be able to identify themselves as part of one children's workforce and share a common vision of success
- There will be a strong agreement on a set of values expressed in a common language
- The importance of changed behaviour is recognised and this will be clearly described as part of everyone's role
- Reshaped services and roles will be based on integrated working, prevention, early intervention and improved outcomes
- The workforce will be fit for purpose, graduate led with a minimum level 3 qualification supported with high quality continued professional development
- We will have enough people, with the right skills to deliver services, supported in their work and who are excited by the opportunities a career in Manchester's Children's Services offers
- Services are based on and responsive to the needs of children, young people and families.

7. Communication

Finally, we appreciate and recognise that the development of the Children's Workforce Strategy gives us an opportunity to inform and communicate about workforce developments with our workforce itself, workforce partners and the community.

It provides us with the opportunity to publicise our development plans alongside our plans to improve performance and deliver high quality services, share information about what we do and how we will do it and the opportunities that are available to people joining the children's workforce locally, promote an understanding of the integration and change for children agenda.

We will utilise the Children's Trust e-Bulletin's to update the workforce on progress, opportunities and success.

8. Risks and Contingency

8.1 Risk analysis

The priorities identified in this strategy are clearly linked to achieving the improved outcomes for Manchester's children as detailed in the Children and Young Peoples plan.

The likelihood of not delivering all or part of the Children's Workforce Strategy workforce is currently rated at medium, however the impact of not achieving these outcomes on services for children in Manchester is high.

The resources available for the delivery of this strategy and activities featured in the annual action plans will be monitored and reviewed regularly. This will ensure that any changes to funding can be managed with the minimal disruption to planned activity.

8.2 Risk Management

We can manage the risks in the following ways:

- The continued development of the strategic plan to ensure it meets the emerging needs of Children's Services in Manchester
- Regular monitoring and review of the plan at both steering group and Children's Trust level
- Responding flexibly to the emerging priorities and demands as services for children are developed in Manchester
- Transparent and robust budget planning and management
- Clear and regular communication with all stakeholders.

9. Engagement and participation

We know that we are still in the early stages with the engagement of children and young people in our strategic workforce development and planning and there is still much to learn. We will therefore seek to utilise and further embed Manchester's standards for engagement so that we can measure the quality and success of our children and young people's involvement in service delivery.

Central to the delivery of this strategy will be the opportunities to engage with children and young people, through the development, delivery and feedback on a range of activities intended to strengthen the skills of our workforce.

We will seek the support and advice of children and young people on the key skills that practitioners across the workforce need to engage effectively with them. Through this strategy we will engage children and young people in recruitment, induction, retention initiatives and planning.

We will use this strategy and our planning partnership to ensure that we take a whole sector approach to engage our children and young people so as to strengthen our ability and capacity to improve outcomes for children and young people in Manchester based on what they tell us is important and works best for them.

10. Key Contributors

Contributors to the development and delivery of this strategy and members of the Children's Workforce Strategy Steering Group.

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Children's Workforce Action Plan

EXAMPLE

Period:

Priority	Lead	Activities	Outcomes sought	By	Review